Where to Find Information

SPMG Website is available now!
wwwi.wsdot.wa.gov/projects/spmg

This site provides provides status information on development of the PMRS system and contains information such as the development schedule for the PMRS, status reports and other project related information.
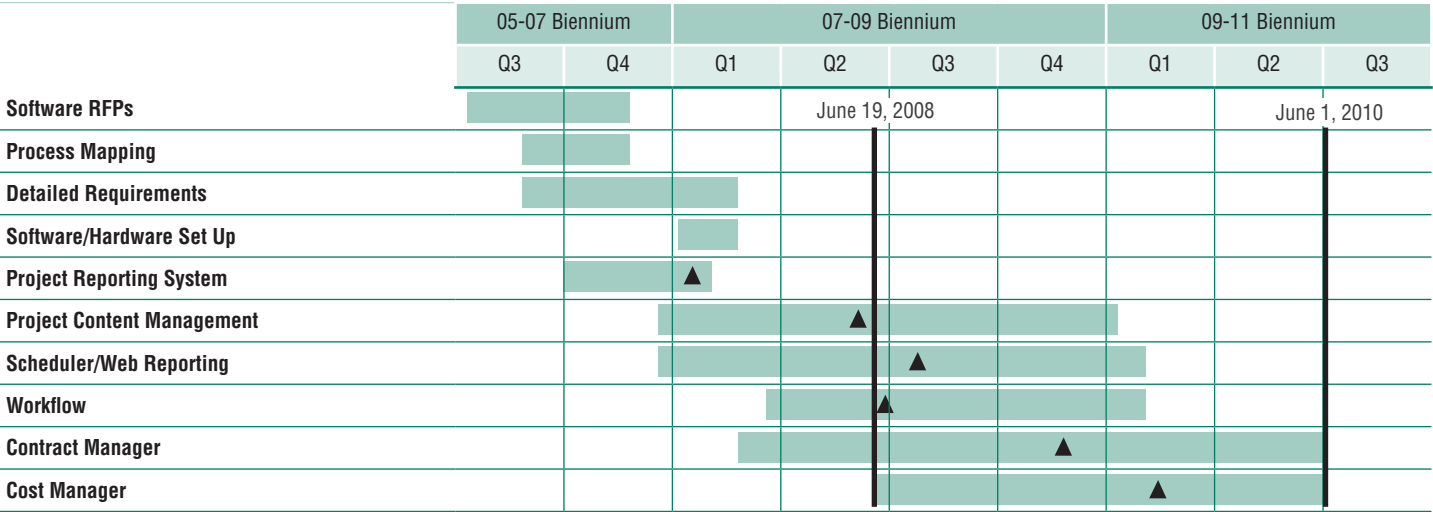
PMRS Website – Coming soon!

This site will be available prior to the first deployment of Primavera Scheduler in August 2008. It will contain links to all PMRS related tools and information on PMRS related policies and procedures, as well as the Project Management Online Guide.

Contacts

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Summary Schedule

	05-07 Biennium		07-09 Biennium				09-11 Biennium		
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Software RFPs				June 19, 2008				June 1, 2010	
Process Mapping									
Detailed Requirements									
Software/Hardware Set Up									
Project Reporting System		▲							
Project Content Management				▲					
Scheduler/Web Reporting					▲				
Workflow				▲					
Contract Manager						▲			
Cost Manager							▲		

▲ Deployment Started

Washington State Department of Transportation

Project Management and Reporting System (PMRS) Folio Status Update   June 2008 | Issue 5

Purpose and Goals

The primary goal of the PMRS is to provide WSDOT with a system that enables its staff to effectively deliver capital projects efficiently, on time and within budget. Additionally, PMRS will provide accurate, transparent, clear and useful information for progressive implementation through June 2010. Specifically, the goal is to meet the following objectives:
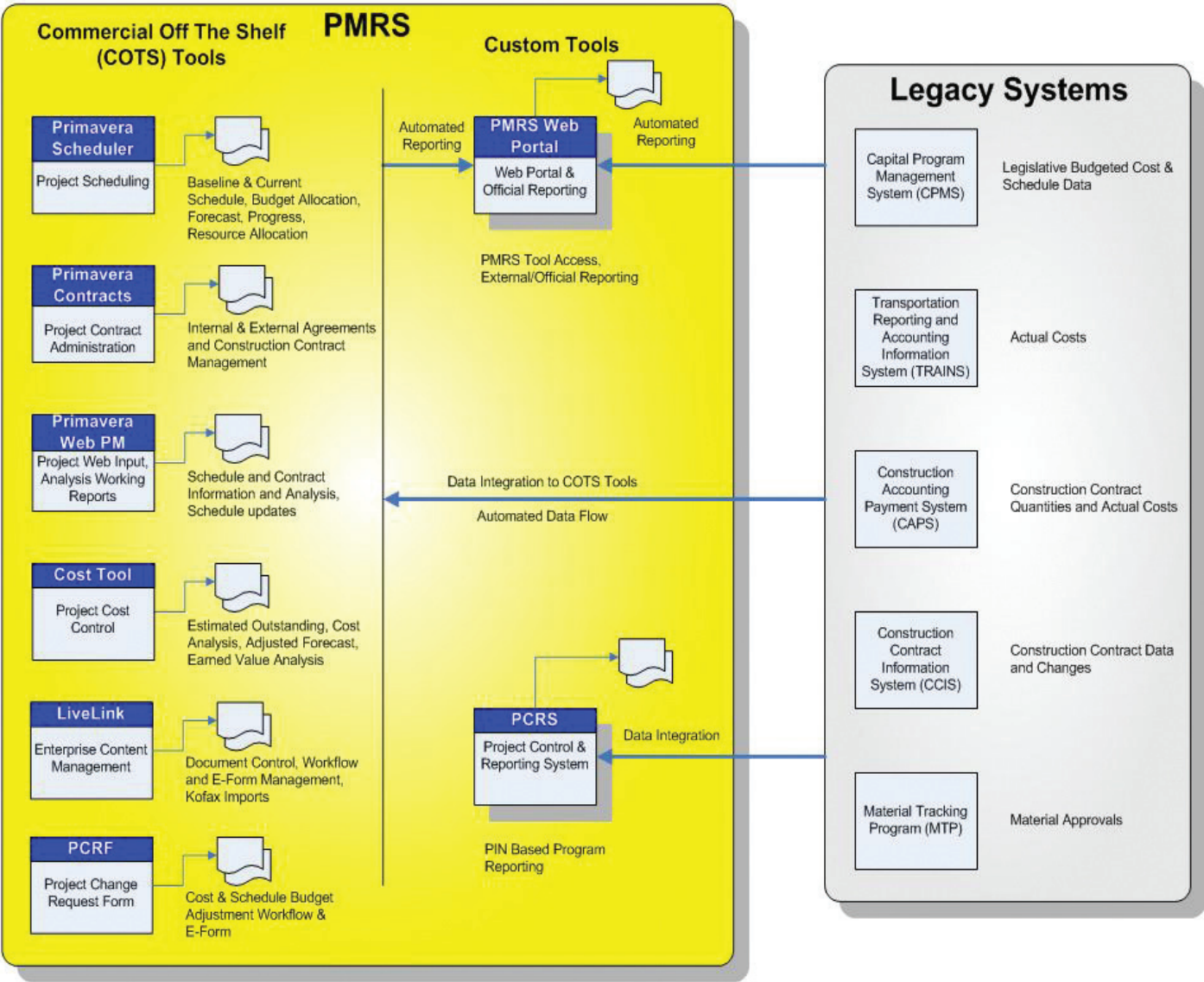
- Define, implement, and train WSDOT staff in use of industry-leading project management business processes.

- Define, implement and train WSDOT staff in use of industry-leading project management tools to manage scope, schedule, cost, and associated information.
- Provide assistance and support in using these processes and tools through regional and project communications.
- Provide portfolio management and roll-up reporting.♦

PMRS System Description

The graphic below provides a high level view of PMRS and the tools included with it and their interface with WSDOT's legacy systems.

Project Management & Reporting System

Primavera Scheduler and Primavera Web PM Are Coming!

About the Tools

The scheduling component of the PMRS is comprised of two tools, Primavera Scheduler and Primavera Web PM. Both tools will access the same central WSDOT database for the PMRS master schedules. With these powerful scheduling tools, WSDOT users will be able to perform all of the standard scheduling functions required for project management. The two tools are described in the table below.

	Primavera Scheduler	Primavera Web PM
Typical User Type	Project Controls, updaters, schedule builders	Specialty groups, executives, managers, viewers of data
Primary Purpose	Build, monitor and control schedules and resources	View schedules, provide basic updates, view resource usage and view reports
Access Type	Desktop application installed on users computers	Web application accessed through Internet Explorer (no install needed)
Database Connection	Central WSDOT database (both tools access the same database)	

The scheduling tools will provide access to all of the projects that users have security rights to and will be organized by the PMRS Enterprise Project Structure (EPS). See the graphic on the next page for an example. These tools generally replace and expand on the functions of the agency's current scheduling tool, PDIS. The intent is to phase out PDIS by starting all new projects in the PMRS tools. Some existing projects may be migrated into Primavera Scheduler depending on the status of the projects. The functional descriptions that follow provide more information on each tool.

Regional Deployments

The PMRS Team will implement Primavera Scheduler and Web PM together according to the deployment schedule shown on the next page. The schedule indicates the times when the PMRS Team will be present in the respective region. Prior to the arrival of the PMRS Team in each region, the following steps will occur:

- Training facilities will be secured
- Configuration materials will be sent to the regions for review
- PMRS Team will provide a demonstration of Primavera Scheduler and Web PM to the region's key staff, determine what projects will be migrated into PMRS, WSDOT staff members who will use which tools, and what levels of security will be needed
- Users will be registered in the tools and appropriate security rights provided
- Desktop application will be deployed to the appropriate users computers
- Database connectivity to the regional offices will be tested
- Invitations will be sent to the appropriate WSDOT users for the training classes

Training classes will be based on the specific application. The Primavera Scheduler training class will be a three-day class covering the functions described in the next section. An additional one-day class will provide for Construction Schedule Review Process and Tool Training. The Primavera Web PM class will be divided into two one-day classes. The first day will address viewing of data. The second day will cover basic schedule updates using Web PM. Once the training classes have been held, a PMRS Team member will remain onsite to provide support for the period shown on the regional deployment schedule.

Activity Name	Original Duration	Start	Finish	2008								2009								
				A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O
Primavera Scheduler NC Deployment	20	18-Aug-08	15-Sep-08																		
Primavera Scheduler SC Deployment	21	08-Sept-08	06-Oct-08																		
Primavera Scheduler HQ/OR Deployment	32	29-Oct-08	16-Dec-08																		
Primavera Scheduler SW Deployment	32	12-Jan-09	24-Feb-09																		
Primavera Scheduler NW-SnoKing Deployment	25	25-Feb-09	31-Mar-09																		
Primavera Scheduler NW-SnoKing Deployment	20	18-Mar-09	14-Apr-09																		
Primavera Scheduler NW-Everett HOV Deployment	20	01-Apr-09	28-Apr-09																		
Primavera Scheduler UCO Deployment	35	06-May-09	24-Jun-09																		
Primavera Scheduler ER Deployment	24	22-Jun-09	24-Jul-09																		
Primavera Scheduler WSF Deployment	25	27-Jul-09	28-Aug-09																		

PMRS Successes and Deliverables

General

- Established the agency vision and direction for the PMRS
- Developed Strategic Plan
- Obtained project initiation approval for ISB
- Developed consistent business process maps for project and content management
- Selected and successfully contracted with four vendors to provide Commercial Off-the-Shelf (COTS) software for the PMRS
- Acquired and installed hardware for PMRS components
- Established agreement with the Office of Information Technology (OIT) to have this organization provide system integration services to ensure compliance with WSDOT's Enterprise Architecture
- Held regional meetings to gather user requirements for the PMRS components
- Issued compiled user requirements
- Revised deployment plan to accelerate agency-wide use
- Designed and deployed an upgraded project database system for consistent quarterly reporting.

Scheduling

- Completed scheduling specifications
- Developed draft scheduling configuration plan
- Implemented scheduling configuration in Primavera Project Manager
- Completed design and began implementation of automated interfaces for Primavera Project Manager
- Developed draft training manual for Primavera Project Manager that incorporates WSDOT processes
- Finalized scheduling configuration plan as a result of the design review conference comments
- Completed integration development for data transfer from CPMS to Primavera Scheduler
- Completed integration design for data transfer from TRAINS to Primavera Scheduler

Project Electronic Content Management

- Completed pilot deployment for Real Estate and Right-of-Way in the Alaskan Way Viaduct and Eastern Region offices – now ready for agency-wide deployment
- Established pilots for Environmental in the Alaskan Way Viaduct and South Central Region offices
- Established pilots for Public Involvement in the Alaskan Way Viaduct and Eastern Region offices

Workflows

- Completed workflow for Project Change Request Form (PCRF) – deployment underway
- Completed prototype of Inspector Daily Report (IDR) offline form

Policies and Procedures

- Developed PMRS related polices and received approval to issue same
- Developed detailed procedures for key business functions

Web Portal and Reporting

- Completed initial development of PMRS Web Portal
- Completed initial development of legacy system reports to be used through the PMRS Web Portal

What's Next?

Primavera Contracts

Pilots for Primavera Contracts will take place over the spring and summer of 2008. The results of the pilots will be incorporated in the configuration of the tool with deployment scheduled to begin in April 2009.

Livelink Project ECM

Regional deployments of RES/ROW started in June 2008. Pilot deployments of Environmental and Public Involvement are currently ongoing. Pilots of Administration/Business Management started in June 2008. Also, an agency-wide policy group has been established to develop ECM related policies, procedures, and guidelines. This new team will shape how WSDOT's project documents are managed, stored, and retrieved. The first meeting occurred in June 2008.

Schedule Development Functions

The Primavera Scheduler desktop application is used primarily to perform the schedule development functions outlined below. Primavera Scheduler is the tool that provides the ability to manage multiple projects and/or portions of projects simultaneously.

- Work Breakdown Structure (WBS) management
- Activity definition
- Activity sequencing
- Activity resource estimating
- Budget allocation
- Master Deliverable List (MDL) assignment
- Baseline schedule establishment

Schedule Maintenance Functions

Schedule maintenance functions can be performed in either Primavera Scheduler or Primavera Web PM. Maintenance functions occur after the schedule has been developed in Primavera Scheduler. The following major maintenance functions are available in either tool:

- Project and activity status updates
- Progress tracking
- Resource management
- Forecasting
- Schedule change control
- Status reporting
- Schedule/cost reporting

Primavera Scheduler Benefits

- Improves accuracy and efficiency in cost & schedule forecasting
- Equips project managers with usable, powerful and flexible tools to effectively and efficiently execute projects, and enables individuals across all levels of WSDOT to analyze, record, and communicate reliable information and make timely, informed decisions
- Provides management and staff members with a timely view of WSDOT project information, across multiple projects simultaneously
- Provides a clear method for measuring progress towards objectives

- Facilitates project communications regarding scope definition, roles and responsibilities, activity status and activity progress
- Enables capacity planning or Full Time Equivalent (FTE) planning for all projects within the database
- Integrates scope, schedule and cost into a single point of control
- Provides the ability to track progress against an unlimited number of baselines
- Provides user definable layouts and reports that each user can create and save to accommodate a wide range of data
- Provides the ability to create and save user definable groups, sorts and filters
- Provides a customizable web access interface that integrates with Primavera Contracts and can display any web page within it
- Provides powerful and scalable resource management capabilities
- Enables top down and/or bottom up budget allocation

Primavera Scheduler Integration with Other Systems

Primavera Scheduler will be integrated with key WSDOT systems to provide automated data transfer of specific data elements. The data to be transferred will be imported from CPMS and TRAINS as shown in the table below.

Samples of Data Imported		
Data Type	Transferred From	Frequency
Project Name	CPMS	Daily
Work Order #'s	CPMS	Daily
Original Legislative Budget	CPMS	Daily
Current Legislative Budget	CPMS	Daily
Current Authorized	CPMS	Daily
Legislative Milestones	CPMS	Daily
Actual Cost	TRAINS	Monthly
Actual Hours	TRAINS	Monthly

The CPMS information will be imported nightly. TRAINS data will be transferred monthly to the Primavera Scheduling tool. The TRAINS interface will automatically provide actual cost and hours information at a summary level. This information is transferred monthly to correspond with the monthly schedule reporting cycle.

Primavera Contracts and Primavera Cost Management

Primavera Contracts

Primavera Contracts will be the next project management tool deployed. An initial configuration has been established for use during the construction phase. It is being tested with a focus on construction administration use with a few small projects. This testing will continue through the summer of 2008. The results of these pilot projects will be used to adjust the configuration in the fall. The configuration will then be reviewed by WSDOT and SPMG staff and final adjustments made. Primavera Contracts is planned for start of regional deployment in April 2009. Some of the expectations and benefits of this tool are described below:

- Track and manage construction contracts and WSDOT construction inspection work
- Track and manage payments to contractors with data provided from CAPS
- Manage changes to contracts with data provided from CCIS
- Manage issues and relate them to various documents such as request for information (RFIs) and change orders
- Facilitate the entry of Inspector Daily Reports (IDRs) and summarize the entry of bid item payment data into CAPS to reduce the amount of data entry
- Establish a cost forecast or estimate at completion (EAC) for construction, which is not currently available in CAPS or CCIS
- Track and manage contract related documents

Primavera Cost Management

The cost management portion of the PMRS is intended to provide project managers and regional managers with additional tools to better equip them with more accurate and timely information from which better decisions can be made. The cost management tools will also help to establish standardized cost and earned value reporting across the state.

Project Electronic Content Management Project (Project ECM)

The Open Text Livelink Project Electronic Content Management system will be used to control and manage project content. It facilitates the relationship between staff, process, and content in WSDOT. It coordinates how content flows within and across departments. Project ECM allows WSDOT to develop benefits, including:

- Agency-wide view of project information that is easily accessible and delivered in an intuitive interface, enabling WSDOT staff to make faster, better decisions
- Fast and powerful search engine that indexes every word in every document, making it easy to both submit and find documents
- Version control system that tracks who has made changes to working documents and which is the latest version
- Enterprise records management strategy to accelerate and streamline document retention
- Reduction in the time and cost necessary for public disclosure discovery
- Flexible and powerful workflow engine that automates the routing of documents through review and approval process such the Program Change Request Form (PCRF) and the inspector daily reports (IDR)

Project ECM Pilot Deployment

The Open Text Livelink Project Electronic Content Management system is currently in the pilot stages of deployment. It is being tested by specific discipline end users and the pilot testing and deployment will be performed by major discipline. Deployment to the regions started in June 2008 and is occurring one region at a time.

Discipline	Pilot A	Start Date	Pilot B	Start Date
RES/ROW	UCO/AWV	Completed	Eastern	Completed
Environmental	UCO/AWV	21-Mar-08 (A)	South Central	29-Apr-08 (A)
Public Involvement	Eastern	21-Mar-08 (A)	UCO/AWV	07-Jan-09
Construction	UCO/AWV	08-Jul-08 (A)	North Central	19-Nov-08
Administration/ Business Mgmt	UCO/AWV	21-Apr-08 (A)	Eastern	18-Sep-08
Design	UCO/AWV	07-Aug-08	Southwest	29-May-09